

**CITY OF LODI
INFORMAL INFORMATIONAL MEETING
"SHIRTSLEEVE" SESSION
CARNEGIE FORUM, 305 WEST PINE STREET
TUESDAY, JANUARY 15, 2002**

An Informal Informational Meeting ("Shirtsleeve" Session) of the Lodi City Council was held Tuesday, January 15, 2002 commencing at 7:02 a.m.

A. ROLL CALL

Present: Council Members – Hitchcock (arrived at 7:04 a.m.), Howard, Land, Nakanishi (arrived at 7:08 a.m.), and Mayor Pennino

Absent: Council Members – None

Also Present: City Manager Flynn, City Attorney Hays, and City Clerk Blackston

B. CITY COUNCIL CALENDAR UPDATE

City Clerk Blackston reviewed the weekly calendar (filed).

C. TOPIC(S)

C-1 "Paramedic Study"

City Manager Flynn stated that it is important to determine whether or not paramedics are a core service. He explained that insurance companies provide reimbursement for transporting patients and consequently this element is critical in paying for the service. He noted that American Medical Response (AMR) has nearly a monopoly on ambulance service in the area.

Fire Chief Pretz reported that he and other members of the Fire Department have spent several months developing a paramedic program study. He stated that fire based Emergency Medical System (EMS) is an extension of public health. In 2001 the Lodi Fire Department responded to 4,240 calls for assistance, which represents an increase of 13.1% over the previous year. Of these calls, 70% were medical emergencies. The Fire Department arrived first on the scene of these medical emergencies 66.4% of the time. The City's General Plan provides for response to emergencies within three minutes driving time and one minute reaction time. San Joaquin County's response time criteria for Advanced Life Support (ALS) services is eight minutes, 59 seconds. Chief Pretz stated that a fire based paramedic program can be implemented without additional cost to the taxpayers. He noted that the Manteca Ambulance District is a not-for-profit agency that has been operating successfully for a number of years.

Chief Pretz reviewed the following three options:

Option #1

Places two Fire Department ambulances into service and requires hiring 12 new firefighter paramedics and an administrator. A third ambulance would be purchased and used as a reserve as necessary. He believed that this option would produce a revenue stream that covers the cost of providing the service, and qualified this statement by providing the following cost breakdown:

- Based on the 2001 Census population of 57,000; 9.3% of the population uses emergency services, 75% of which require transport
- 5% of the transports are canceled in route
- 52% are categorized as ALS and 48% are basic life support
- Annual gross billing is estimated at \$1.4 million
- 7.5% on the gross would be paid to a billing agency
- Personnel costs are estimated at \$844,000
- Vehicle operation and maintenance (for two vehicles) is \$56,000

- A lease purchase (for three vehicles fully equipped) carried out over a seven year period would cost \$54,000
- Net recovery cost is estimated at \$103,000

Option #2

Places one Fire Department ambulance into service for an annual cost of \$97,000 to the City.

Option #3

Requires hiring 12 new firefighter paramedics and one administrator. Firefighter paramedics would be placed on current fire apparatus. No revenue stream would be generated. For Option #3, AMR has offered training, access to their supply networks, and payment of the differential between firefighter and paramedic salaries. Chief Pretz noted that he had spoken with several fire departments about this type of agreement and they advised him to be cautious.

Mike McGrane, Budget and Policy Review Manager for the City of Sacramento, reported that in 1994 the Sacramento City Council authorized the Fire Department to implement paramedic and transport service, and since that time, they have operated it without tax subsidies. They have increased rates twice, at an average of less than 1% and have accumulated resources in excess of \$4 million, which can be put back into the program or offset the cost of the dispatch center.

Council Member Land asked whether there was a private company providing the ambulance service at the time the Sacramento Fire Department implemented their new services.

Sacramento Deputy Fire Chief Rod Chong reported that there were four private companies providing ambulance service for Sacramento County. The Fire Department started with a trial run on one third of the city. He noted that AMR put an injunction on the Fire Department in 1995; however, the City won the suit. He stated that they have a "seamless system" with over 40 ambulances in operation.

In response to Mayor Pennino, Deputy Chief Chong stated that it took 1.5 years to implement the service.

In answer to questions posed by Council Member Nakanishi, Deputy Fire Chief Chong reported that their population is 420,000, they have over 500 firefighters, a \$60 million budget, and over \$8 million in gross annual revenue. They used Long Beach as a model when developing their firefighter paramedic transport service. Mr. McGrane replied that the City Council has chosen to keep the \$4 million in reserves. Sacramento initially implemented the service in two phases and began with four ambulances at a cost of \$70,000 each.

In reply to Mayor Pennino, City Manager Flynn stated that this service could be set up as an enterprise fund.

At the request of City Manager Flynn, Deputy Chief Chong explained that Sacramento has a dual role system. Firefighter paramedics work four shifts on the ambulance and then rotate to an engine and truck. He indicated that this boosts morale in the department, as the firefighter paramedics are able to explore other avenues in fire service. He described a problem they encountered initially when private ambulance companies were providing transport, and firefighter paramedics accompanied the ambulance to the hospital. This resulted in the firefighter paramedic needing transportation back to the fire station, which was less efficient than their current system.

In response to Mayor Pro Tempore Hitchcock, Deputy Fire Chief Chong reported that they have 20 paramedics in their system and average a four to five minute response time from the fire station to the scene. Essentially, the Sacramento Fire Department operates using

Option #1 as defined by Chief Pretz. He noted that they previously used Option #3. They use a fee for service program, which is presented to the City Council for approval. In Sacramento County, Folsom, Elk Grove, Galt, Sacramento, and Metro use dual role firefighter paramedics and provide transport.

City Manager Flynn asked why they discontinued using Option #3. Deputy Fire Chief Chong explained that the Sacramento City Council wanted the transporting fees and felt that Option #1 provided more local control over the service.

In reply to questions by Council Member Land, Chief Pretz reported that the service area would have to be expanded if paramedics and transport service was implemented. The City would essentially become part of the County's overall program. This would result in the City responding to approximately 1,000 medical emergencies a year originating outside of the city limits. He stated that there are eight ambulance districts in San Joaquin County, of which three have exclusive jurisdiction. If AMR remained in the Lodi area, the Lodi Fire Department would respond on a rotation basis to calls from Lockeford and surrounding areas.

In response to Council Member Howard, Lou Meyer, Chief Executive Officer for AMR Northern Pacific Region, reported that AMR has entered into public/private partnerships through many of its operations in California. Mr. Meyer stated that he has extended an offer to Chief Pretz for scholarships to the Northern California Training Institute for paramedics, clinical education services, group purchasing capabilities, and augmentation of the differential between paramedic and firefighter wages. He stated that Options #1 and #2 do not enhance the level of service to the community, as they merely displace a private entity. He believed only Option #3 provided an enhanced level of care by allowing the private transport system to stay in place, and adding paramedics to fire engines for first response.

In reply to Council Member Land, Mr. Meyer reported that AMR's statistics show that 57% of the time they arrive simultaneously, or before, the Fire Department. He stated that there are two ambulance units within the Lodi city limits. One ambulance is stationed at the Woodbridge Fire Department 24 hours a day, seven days a week. Occasionally, AMR calls for mutual aid from the City of Stockton to support Lodi. He explained that a percentage of transports require ambulances to go outside the Lodi city limits. When that occurs, they backfill the units with ambulances from other San Joaquin County operations.

Addressing Mr. Meyer, Council Member Howard commented that it must be expensive to provide all the services that AMR offers, and stated that it appears they are willing to spend a lot of money in an attempt to eliminate competition.

Mr. Meyer acknowledged that the cost for services is significant; however AMR is able to compete by spreading costs over a larger segment of the population because of the size of the organization. A zip code by zip code analysis of the usage of the service by payer source showed that while 17% of Lodi's population has Medicare, only 33% of the Medicare population used the ambulance service. Of Lodi's 14% Medi-Cal population, 11.4% use the service. Those that have contracts or private insurance equal 43%. He stated that section 1797 of the Health and Safety Code prohibits creating an exclusive operating area. He believed that the estimated net revenue numbers presented in Option #1 are flawed, because Lodi would be dealing with only half of the revenue. He advised against setting up a rotation system for ambulance service.

In answer to Council Member Nakanishi, Mr. Meyer reported that AMR funds the additional expense between firefighter and paramedic wages through a joint powers agreement in San Mateo County, which has 17 fire districts. The rates there are significantly higher, however, with the average patient charge in San Joaquin County being \$539 and in San Mateo it is \$1,075.

PUBLIC COMMENTS:

- Walter Mayer introduced himself as a disabled American veteran of World War II. He stated that he had great respect for the Lodi Fire Department and relayed a personal medical emergency experience in which the Department provided assistance to him. He distributed copies of an AMR invoice (filed) for transporting him to Lodi Memorial Hospital. He stated that it was a distance of one-mile and he was charged for 15 miles. He was unsuccessful in his attempt to have the error corrected. He encouraged Council to support Fire Department paramedics and transport.
- Eileen St. Yves recalled that when Seattle changed from private ambulance service to firefighter paramedics, it was due to a monopoly situation with the private company. Ambulances would arrive at emergency scenes and individuals were charged for services regardless of whether they used it. She stated that it has been her experience that Lodi Fire Department is the first to arrive on the scene. The cost for AMR to transport an individual one-mile to the hospital is a minimum of \$50. She believed that the Fire Department could provide far better service than AMR.

Mayor Pennino noted that Council received a letter from Sharon Gardner in support of Lodi Fire Department providing paramedics and transport service (filed).

- Sandy Wichman, President of Local 1225 United Firefighters of Lodi, stated that Lodi firefighters are in support of the endeavor to provide paramedic ambulance service through the Fire Department and feel that they could greatly enhance the service. Currently they have to wait for AMR paramedics to arrive before any lifesaving drugs or procedures can be administered. Ambulance transport would allow the City to recoup the cost of providing this service and keep any profit within the City. He believed that Option #3 would result in AMR requesting that run times be extended, they would cut their staff, and the number of ambulances in the City would be decreased due to firefighter paramedics being on the engines.
- Margaret Talbot pointed out that the badges worn by AMR representatives are deceptively similar to firefighter badges and intimated that it is done to confuse the citizenry of who is providing the service.

Council Member Nakanishi believed that the City should move slowly and cautiously in this endeavor and conduct further studies. He noted that it is very difficult to run a health care business at this time, with cuts being made and profit margins decreasing.

Council Member Howard believed that this topic has been worthy of discussion for many years and was pleased that it has been brought before Council. She looked forward to additional information from an in-depth study.

Council Member Land felt that having paramedics in the Fire Department was a quality of life issue that needs to be addressed and provided for the citizens of Lodi. He supported a phased in process; however, he also felt it was important to be in a position to come on line quickly and take over services if needed. He expressed interest in reviewing the offer that AMR made to the Fire Department. He suggested conducting further analysis of the numbers related to Option #1, assuming that the Fire Department would have half of the transport and AMR would have half.

Mayor Pro Tempore Hitchcock expressed support for firefighter paramedics and transport. She noted that it is important to ensure that the City can fund up-front costs that will be necessary for the purchase of equipment, added personnel, and training.

Mayor Pennino agreed that the process should be phased in over a period of time and stated that he is 100% supportive of paramedics on Fire Department vehicles. He suggested that benchmarks be determined, as well as further study on training levels and options. He requested that a plan of action for emergency transport be brought to Council

Continued January 15, 2002

at its next meeting on this subject, noting that he felt non-emergency transport was not an appropriate role for the City. To gain a better understanding of issues related to this subject, he stated that he will visit two cities that provide transport services and two cities that have firefighter paramedics without transport services. He expressed concern about the Lodi Fire Department responding to emergencies outside the city limits. He asked that staff confirm the legality of setting up the service as an enterprise fund, and find out whether the City could have sole jurisdiction.

D. COMMENTS BY THE PUBLIC ON NON-AGENDA ITEMS

Frank Alegre commended the Council for hiring Police Chief Adams, Fire Chief Pretz, Electric Utility Director Vallow, and City Clerk Blackston, as he felt they were doing a good job for the City. He urged Council to award the Shanghai building lease to Lodi Adopt-A-Child, noting that it is a local organization, which that has greatly benefited the children of Lodi. He believed that Community Partnership for Families is in less need for financial assistance. He stated that the 2% for public art should have gone to Parks and Recreation programs or Lodi Adopt-A-Child. Mr. Alegre pledged a donation of \$10,000 toward renovation of the Shanghai building if it is awarded to Lodi Adopt-A-Child.

E. ADJOURNMENT

No action was taken by the City Council. The meeting was adjourned at 8:30 a.m.

ATTEST:

Susan J. Blackston
City Clerk

Mayor's & Council Member's Weekly Calendar

WEEK OF JANUARY 15, 2002

Tuesday, January 15, 2002

- 7:00 a.m. Shirtsleeve Session
1. Paramedic Study (FD)
- 7:00 p.m. Pennino. Breakthrough Project's 5th annual Celebration of Ethnic and Cultural Unity in honor of Rev. Dr. Martin Luther King, Jr., Lodi Middle School ~ Multipurpose Room.
-

Wednesday, January 16, 2002

- 7:00 p.m. City Council meeting
3 Closed Session items (NOTE: 5:45 p.m.)
3 Presentations
12 Consent Calendar items
No Public Hearings
3 Regular Calendar items
One Ordinance
-

Thursday, January 17, 2002

- 4:00 - 6:00 p.m. Pennino. Lodi Conference and Visitors Bureau and Lodi Woodbridge Winegrape Commission joint presentation: Lodi Tourism Promotion and Lodi Wine Tasting 101, Visitors Center.
- 6:00 p.m. 49th Lodi District Grape Growers Annual Banquet, Grape Festival Grounds ~ Chardonnay Hall.
-

Friday, January 18, 2002

Saturday, January 19, 2002

Sunday, January 20, 2002

Monday, January 21, 2002

Disclaimer: This calendar contains only information that was provided to the City Clerk's office

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CITY OF LODI FIRE DEPARTMENT



JAN 16 2002
City Manager's Office

MEMORANDUM

DATE: January 15, 2002
TO: Dixon Flynn, City Manager
FROM: Michael Pretz, Fire Chief
SUBJECT: Shirt Sleeve, Paramedic Program

In early 2001, the Fire Department, at the request of City Council, established a Paramedic Study Committee to develop the concept of providing paramedic services to the citizens of Lodi and the surrounding community. The committee researched several options and interviewed several fire-based Emergency Medical Systems (EMS). In addition, the committee utilized the services of Mr. Patrick Ho, President and CEO of Allied Information & Services to develop the financial model to determine economic feasibility for the program. Allied Information & Services provides billing services to several fire based EMS services including the Cities of Sacramento and San Francisco.

After many months of work, the committee has developed three options for Council consideration. I have also included a proposal offered by American Medical Response (AMR) a commercial ambulance provider in San Joaquin County. Included in these options is financial information used to demonstrate revenue forecasts. The options offered for Council consideration are:

Option #1: Place two Lodi Fire Department ambulances into service.

Option #2: Place one ambulance into service.

Option #3: Engine Company paramedics / private provider agreement.

Lodi Fire Department Emergency Transport Program

Option #1 requires hiring 12 firefighter paramedics, and administrator, and places two fire department operated ambulances into service. An additional ambulance would be purchased and used as a reserve unit when City ambulances respond into the County. By choosing this option, the City will not only cover its costs, but also produce a revenue stream estimated to be in excess of \$100,000 annually. The Business Plan (page 3) demonstrates this program is self-sufficient and will add an additional revenue stream to the City's General Fund. Option #1 is predicated on AMR not providing emergency transportation services. Should AMR continue operating in the City, revenue estimates will be reduced. **Staff Recommends Option#1.**

Option#2 requires hiring 6 paramedics, an administrator, and places one ambulance into service. Option #2 produces an estimated net annual loss of \$97,918. The business plan for Option #2 is outlined on page 4. Option #2 is a variation of Option #1 and assumes a reduction in revenue of 60%.

Option #3, requires hiring 12 paramedics, an administrator, and places firefighter paramedics on current fire apparatus (engine companies). The costs associated with Option #3 are outlined on page 5. There are several configurations in which Option #3 can be used to provide paramedic services

for the community. These configurations include, paramedics operating on squads, engine companies, etc.

AMR proposal

If Council chooses Option #3, American Medical Response (AMR) has proposed a public/private partnership. The AMR proposal utilizes Option #3 (firefighter paramedics on fire apparatus) and offers to pay the differential salary between firefighter and firefighter paramedic, train Lodi firefighter paramedic students, and allow access to AMR's supply system. The AMR proposal is designed to keep the City from emergency transportation. There is no revenue stream attached to this proposal and the City is still responsible for firefighter salary, equipment, ongoing training, etc. Approval of this option will require contract negotiations with City Labor units and AMR.

Current Situation

The Lodi Fire Department staffs 4 fire stations throughout the City with firefighter Emergency Medical Technicians (EMT). The firefighter/EMT's respond to medical emergencies as well as all other emergencies within the City. The fire stations are sited to allow maximum coverage. The City's General Plan calls for a 1-minute reactions time and 3 minutes response time to all emergencies. According to response time statistics from 1999-2000, the fire department arrived first in 57% of medical emergencies, AMR units arrived between 1 and 10 minutes after fire department units. AMR arrived first on 21% and both units arrived at the same time 22% of the calls. 2001 response data is not yet available.

Lodi Fire Department EMT's are capable of providing basic life support, which includes, administration of Oxygen, CPR and automatic external defibrillation (AED). Fire Department EMT's are not capable of establishing patent airways, intravenous capabilities, or emergency drug intervention.

During the course of this research, we have spoken to several fire departments already providing paramedic services. There are 915 registered EMS providers in the State. Of these 915 agencies, 251 are fire departments providing Advanced Life Support (ALS) services. 53% of the Fire Departments providing advanced life support do so with transport capable ambulances. There are 225 private ambulance companies in the State with AMR the largest. The remaining 915 EMS providers are volunteer fire departments, police agencies, California Department of Forestry (CDF) and hospital districts. The vast majority of the population is served by fire-based paramedic services. The survey cities ranged in size from large metropolitan areas, Los Angeles, Sacramento, and San Francisco to cities as small as Ripon. Of the 15 cities, Lodi uses in salary surveys, 6 fire departments provide ALS, 1 by emergency transport, and 6 do not provide ALS. Of the 6 agencies not providing ALS, all would provide ALS service if allowed to. We received no response from 3 departments.

In 1987, the Supreme Court of the State of California granted counties the right to establish rules for the delivery of emergency medical services. Several of the fire departments we spoke with were not able to deliver transport services due to exclusive jurisdiction rights obtained by commercial ambulance providers. This exclusive jurisdiction agreement does not apply to the City of Lodi or to the surrounding areas. The City of Lodi and the surrounding ambulance zone is not an exclusive jurisdiction. As long as the City meets the criteria developed by the County EMS director, the City will be allowed to operate an ambulance. In those jurisdictions in which the fire department is excluded from providing emergency transport, agreements with private providers have been reached. These agreements are all very different and take into account many different issues.

Should Council chose Option #3, authorization to negotiate an agreement will also need to be approved as well as negotiation parameters.

Business Plan Option #1

Paramedic Financial Analysis

Total Call Volume @ 9.3% of population (57,000) =	5300
Transport 75%	3975
Non-transport 20%	1060
Cancelled in route 5%	265

Advanced Life Support (ALS) +	52%
Basic Life Support (BLS)	48%

Annual Billing	\$1,423,740 EST.
Contracted Billing/Collections 7.5%	(106,780)
Personnel Costs	(844,800)
Vehicle Operation/Maintenance	(56,820)
Vehicle Lease/Purchase	(54,500)
Other (uniform, training, safety equipment)	(257,035)
Net Cost Recovery	\$103,805

Business Plan Option #2

Paramedic Program

Annual Billing	\$569,496 EST.
Contracted Billing/Collection	(42,712)
Personnel Costs	(490,200)
Vehicle Operations/Maintenance	(22,728)
Vehicle Lease	(24,000)
Other	(87,774)
Net Cost Recovery/(loss)	(97,918)

Option #3

Fire Department Costs

12 paramedics @ \$58,800	\$829,200
EMS coordinator	\$75,600
Medical Supplies	\$40,000
Medical Equipment	\$60,000
Other (uniforms, safety equipment)	<u>\$35,000</u>
Estimated Costs	\$1,039,800

Pending approval of one of these options, the Fire Department will develop an implementation plan and present it to Council for approval.

Michael E. Pretz, Fire Chief
MEMO.ADM



AMERICAN MEDICAL RESPONSE

November 5, 2001

Chief Michael Pretz
City of Lodi Fire Department
217 West Elm Street
Lodi, CA 95240

RE: Public-Private Partnership

Dear Chief Pretz:

Thank you for meeting with Jim Ridenour and me in your office on the afternoon of October 30th. We appreciated the opportunity to discuss our respective positions relative to the City of Lodi Fire Department contemplating providing emergency ambulance transportation with the City limits of Lodi, as well as the surrounding unincorporated area of San Joaquin County.

As promised, this letter outlines some conceptual ideas relative to potential elements of a partnership between AMR and the City of Lodi, which assists you in reaching your goal of having paramedics within your department. I believe the following points, once flushed out, will assist in the development of a First Responder ALS System.

Augmentation of Wages for ALS Accredited Personnel

As you are aware, AMR has entered into Public-Private Partnerships with a number of fire agencies throughout Northern California. Each of these partnerships is structured to meet the individual needs of the agency and the EMS system, and therefore are not all alike.

In some partnership arrangements, AMR provides remuneration to the fire agencies for the differential paid to ALS accredited personnel and other associated labor costs. AMR would also be willing to explore this concept with the City of Lodi.

Paramedic Training

AMR, through its affiliate Northern California Training Institute (NCTI), provides paramedic training year round in a variety of venues throughout California. In close proximity to Lodi are our classroom facilities in Roseville and Livermore. We can also explore bringing the training to you.

As discussed, we can provide scholarships to Lodi personnel for paramedic training. In addition, we have the capability to provide an accelerated pathway for your personnel to participate in didactic, clinical and internship phases of the program. This level of commitment insures that your personnel receive the benefit from interning with local AMR care providers who are tenured and experienced in the local EMS system.

Maintenance of Skills and Certifications

AMR has an aggressive clinical education and training program that is designed to meet the challenges associated with our personnel being proficient in utilizing critical skills, and providing ongoing maintenance and renewal of the various certifications required of ALS personnel.

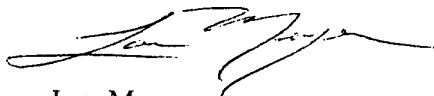
We can extend these services to your department through cooperation of our Clinical and Education Services Department and our affiliate NCTI.

Group Purchasing Capability

Through our network of vendors for medical supplies, drugs and durable medical equipment, AMR would be willing to extend its pricing to the City of Lodi. Because we are a nationwide provider of ambulance and advanced life support services, we have been extended significant discounting from the nation's best suppliers.

I wish to take this opportunity to thank you for your willingness to discuss the Public-Private Partnership concepts within your department, and look forward to a continuing dialogue with you surrounding this issue.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lou Meyer', with a stylized flourish at the end.

Lou Meyer
Chief Executive Officer
Northern Pacific Region

803

- dba AMERICAN MEDICAL RESPONSE

TRIP #	MOD-00035480-01	ACCT #	000123571
PATIENT NAME	WALTER MAYER		
DATE OF SERVICE	08/11/1997		
AMOUNT DUE	133.35	INVOICE DATE	09/29/1999

AIP 7,396
WALTER MAYER
316 W OAK
LODI CA 95240-3402

MOD0003548001 REMIT PAYMENT TO:

911 EMERGENCY SERVICES INC
PO BOX 7423
SAN FRANCISCO, CA 94120

PLEASE CHARGE MY: ☐ VISA ☐ MASTERCARD

[illegible]

NATURE _____ PLEASE ENTER AMOUNT PAID: _____
PLEASE DETACH AND RETURN THIS PORTION WITH YOUR PAYMENT

PATIENT NAME		ACCOUNT NO.	TRIP NO.	INVOICE DATE
VALTER MAYER		000123571-0001	MOD-00035480-01	09/29/1997
DATE OF SERVICE	SERVICE FROM		SERVICE TO	
08/11/1997	316 W OAKS		LODI MEMORIAL HOSPITAL	

IMPORTANT MESSAGES

We have billed your secondary insurance as a courtesy. This amount still remains your responsibility. Unless we receive payment within 30 days of this invoice, the full balance of this account will be due and payable by you.

CODE	DESCRIPTION	UNITS	UNIT CHARGE	TOTAL CHARGE
A0370	ALS BASE	1	519.00	519.00
A0390	ALS MILEAGE	15	11.00	165.00
A0999	EMERGENCY	1	.00	.00
A0422	OXYGEN	1	41.00	41.00
A0398	EKG PAPER	1	.00	.00
93041	EKG MONITOR	1	.00	.00
A0394	INFUSION SET W/3WAY	1	.00	.00
A0394	INFUSION SET MICRO	1	.00	.00
A0394	I.V. START PAK	1	.00	.00
A4215	NEEDLES, ALL	1	.00	.00
A0999	02 MASK/CANNULA	1	.00	.00
J7070	IV MAIN SET UP	1	.00	.00
	*** OTHER CHARGES ***		.00	.00
	*** PAYMENTS ***			533.41-
	*** ADJUSTMENTS ***			58.24-

TRANSPORT REASON: T11 ILLNESS
RCVD: 17:30
DIAGNOSIS: 7807 78702 78703

TOTAL CHARGES DUE	133.35
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SEE REVERSE SIDE FOR INSURANCE INFORMATION

Send billing inquiries to: American Medical Response, P.O. Box 7423, San Francisco, CA 94120

PROVIDER# : ZZZ89622Z
Phone Number: 1-800-913-9106

FED TAX ID: 94-1736160
Keep this portion for your records. Local Number: 1-209-238-4710

FED TAX ID: 94-1736160

Local Number: 1-209-238-4710

G1P 7.580

TRIP #
PATIENT NAME
DATE OF SERVICE
AMOUNT DUE

MOD-06622811-00 ACCT # 00012357
WALTER MAYER
05/09/1996
101.47 INVOICE DATE 08/21/1996

MOD0662281100 REMIT PAYMENT TO:

AMR WEST - VALLEY
PO BOX 7423
SAN FRANCISCO, CA 94120

[illegible]

EXPIRATION DATE

NATURE

PLEASE ENTER AMOUNT PAID:

S

PLEASE DETACH AND RETURN THIS PORTION WITH YOUR PAYMENT

PATIENT NAME		ACCOUNT NO	TRIP NO.	INVOICE DATE
WALTER MAYER		000123571-0001	MOD-06622811-00	08/21/1996
DATE OF SERVICE	SERVICE FROM		SERVICE TO	
05/09/1996	316 OAK		LODI MEMORIAL HOSPITAL	

IMPORTANT MESSAGES

WE HAVE BILLED YOUR INSURANCE COMPANY WITH NO RESPONSE. PLEASE
 CHECK WITH YOUR INSURANCE COMPANY AND CONTACT US REGARDING
 PAYMENT. IF NO CONTACT IS MADE WE WILL LOOK TO YOU FOR PAYMENT.

CODE	DESCRIPTION	UNITS	UNIT CHARGE	TOTAL CHARGE
0370	ALS BASE	1	519.00	519.00
0390	ALS MILEAGE	1	11.03	11.03
0002	NIGHT CHARGE	1	61.00	61.00
0422	OXYGEN	1	58.00	58.00
7070	IV MAIN SET UP	1	.00	.00
0398	INFECTION CONTROL	1	.00	.00
0999	OXYGEN MASK NON BREA	1	.00	.00
0394	I.V. START PAK	1	.00	.00
7050	NORMAL SALINE INFUSI	1	.00	.00
	*** PAYMENTS ***			405.90
	*** ADJUSTMENTS ***			141.66

101.47

SPORT REASON: T11 ILLNESS
ALL RCVD: 18:32
DIAGNOSIS: 7802 7808

SEE REVERSE SIDE FOR INSURANCE INFORMATION

Send billing inquiries to: AMBULANCE BUSINESS SERVICES, P.O. BOX 7423, SAN FRANCISCO, CA 94120-7423

PROVIDER# : ZZZ89622Z

FED TAX ID: 94-1736160

1-800-913-9106

Keep this portion for your records.

Local Number: 1-209-238-4710

Page 2 of 6

404812822

THIS IS NOT A BILL

E

Explanation of Your Medicare Part B Benefits


WALTER MAYER
1413 MARIPOSA WAY
LODI CA 95242-2950

Summary of this notice dated October 2, 1997

Total charges:	\$	725.00
Total Medicare approved:	\$	666.76
We paid your provider:	\$	533.41
Your total responsibility:	\$	133.35

Your Medicare number is: 553-18-3563A

Your provider accepted assignment.**Details about this notice (See the back for more information.)**

BILL SUBMITTED BY: Life Medical Industries Inc [ZZZ89622Z]
Mailing address: Po Box 7423, San Francisco, CA 94120-7423

<u>Dates</u>	<u>Services and Service Codes</u>	<u>Charge</u>	<u>Medicare Approved</u>	<u>See Notes Below</u>
	Claim control number 02-97237-387-920			c
Aug 11, 1997	1 Adv er spec serv sep mi&supp [A0370-RH]	\$ 519.00	\$ 475.01	a
Aug 11, 1997	15 Advanced life support mileag [A0390-RH]	165.00	155.55	b
Aug 11, 1997	1 Ambulance 02 life sustaining [A0422-RH]	+ 41.00	+ 36.20	b
	Total	\$ 725.00	\$ 666.76	

Notes:

- a The approved amount is based on the prevailing charge.
- b The approved amount is based on the customary charge.
- c This information is being sent to your private insurer. They will review it to see if additional benefits can be paid. Send any questions regarding your supplemental benefits to them. There is no need for you to send this notice to them. Your private insurer is AETNA.

GENERAL INFORMATION ABOUT MEDICARE:

Get a flu shot.....not the flu! Generally, Medicare covers one flu shot per flu season. If your provider accepts what Medicare pays, there shouldn't be a charge to you.

Get a Mammogram - A picture that can save your life. Your physician or carrier can provide information on this Medicare covered service.

IMPORTANT: If you have questions about this notice, call Medicare at 1-800-952-8627, or visit us at 450 West East Avenue, Chico, CA 95926. You'll need this notice when you write or call us. You can find information about Medicare and NHIC on the World Wide Web at <http://www.medicarenhic.com>.

To appeal our decision, you must **WRITE** to us before April 2, 1998. See #2 on the back.

page 3 of 6

Walter Mayer

Your Medicare number is: 553-18-3563A

More details about this notice

If you change your address, please contact National Heritage Insurance Company by calling 1-800-952-8627 and the Social Security Administration by calling 1-800-772-1213.

The Medicare handbook contains helpful information about Medicare coverage, including inpatient, outpatient, hospital, and benefit periods. Please call us at 1-800-952-8627 if you would like to receive a copy of the Medicare handbook.

Medicare covers vaccination to prevent pneumococcal pneumonia. If you've never had a pneumococcal pneumonia shot, protect yourself and get one now. If your provider accepts what Medicare pays, there shouldn't be a charge to you.

If you have a TTY machine, Medicare now offers TTY access for the hearing impaired. If you have questions regarding Medicare payments please call (916)634-7538.

You can now find information about Medicare and NHIC on the World Wide Web. Our new Internet address is <http://www.medicarenhic.com>. We welcome your comments through the Internet.

Here's an explanation of this notice:

Of the total charges, Medicare approved	\$ 666.76	Your provider agreed to accept this amount. See #4 on the back.
Your 20%	- 133.35	We pay 80% of the approved amount; you pay 20%.
The 80% Medicare pays	\$ 533.41	You have already met the deductible for 1997.
Medicare owes	\$ 533.41	
We are paying the provider	\$ 533.41	
Of the approved amount	\$ 666.76	
Less what Medicare owes	- 533.41	
Your total responsibility	\$ 133.35	Your provider may bill you for this amount.

IMPORTANT: If you have questions about this notice, call Medicare at 1-800-952-8627, or visit us at 450 West East Avenue, Chico, CA 95926. You'll need this notice when you write or call us. You can find information about Medicare and NHIC on the World Wide Web at <http://www.medicarenhic.com>.

To appeal our decision, you must WRITE to us before April 2, 1998. See #2 on the back.

page 4 of 6

Explanation of Benefits

CLAIM DIVISION-UNIT 41
NAVISTAR/AETNA BENEFITS PAYMENT OFFICE
P.O. BOX 5367
ROCKFORD, IL 61125

I.D. Number
553-18-3563

Page Sequence Number
00576-5AC-000950

C-S-A
000003-26-002

ICN Number	08993B
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Date Prepared
9/19/97

NAVISTAR INTERNATIONAL TRANSPORTATION CORP.

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

W MAYER
1413 MARIPOSA WAY
LODI CA 95242-2950

FOR CUSTOMER SERVICE, PLEASE CALL:
1-800-435-2969

OR WRITE TO THE ADDRESS SHOWN ABOVE.

This is an explanation of the benefits for the bills received on 9/19/97.

Patient: WALTER

Benefit Year: 1997

TCN: 096-97262-0004934

Service Dates	Bills Submitted	Expenses	Amount Not Covered	R M K	Amount Pending	R M K	Amount Applied To Deductible	Balance	Pay At	Amount Payable
8/11	AMERICAN MEDICAL RESPONSE Ambulance	\$519.00	\$380.01	1						
			\$43.99	2				\$95.00	100%	\$95.00
8/11	Ambulance	\$165.00	\$124.44	1						
			\$9.45	2				\$31.11	100%	\$31.11
	Totals	\$684.00	\$557.89		\$0.00		\$0.00	\$126.11		\$126.11

Plan Information - 1997

Actual Benefits Paid	\$126.11
----------------------	----------

	<u>Plan</u>	<u>Year to Date</u>	<u>Remainder</u>
Indiv. Deductible	\$214.00	\$214.00	\$0.00

Patient's Portion: \$0.00

REMARKS (RMK):

1-THIS AMOUNT WAS PAID BY MEDICARE.

2-THE PROVIDER HAS AGREED TO ACCEPT THE AMOUNT MEDICARE APPROVED AS THE CHARGE FOR THIS SERVICE.
BY LAW YOU DO NOT HAVE TO PAY THE AMOUNT THAT IS MORE THAN MEDICARE'S APPROVED AMOUNT.

00000000553183563 096972620004934

PAGE 1

PLEASE RETAIN FOR TAX PURPOSES - COPIES ARE NOT AVAILABLE

PAGE
page 5 of 6

NAVISTAR™**Explanation of Benefits**

CLAIM DIVISION-UNIT 41
 NAVISTAR/AETNA BENEFITS PAYMENT OFFICE
 P.O. BOX 5367
 ROCKFORD, IL 61125

I.D. Number 553-18-3563	Page Sequence Number 00576-5AC-000951	
C-S-A 000003-26-002	ICN Number 08993B	Date Prepared 9/19/97

NAVISTAR INTERNATIONAL TRANSPORTATION CORP.

W. MAYER
 1413 MARIPOSA WAY
 LODI CA 95242-2950

Patient: WALTER			Benefit Year: 1997			TCN: 096-97262-0004935				
Service Dates	Bills Submitted	Expenses	Amount Not Covered	R M K	Amount Pending	R M K	Amount Applied To Deductible	Balance	Pay At	Amount Payable
8/11	AMERICAN MEDICAL RESPONSE Ambulance	\$41.00	\$28.96 \$4.80	1 2				\$7.24	100%	\$7.24
Totals		\$41.00	\$33.76		\$0.00		\$0.00	\$7.24		\$7.24

Plan Information - 1997

	Plan	Year to Date	Remainder
Indiv. Deductible	\$214.00	\$214.00	\$0.00

Actual Benefits Paid **\$7.24**Patient's Portion: **\$0.00**

REMARKS (RMK):

1-THE AMOUNT WAS PAID BY MEDICARE.

2-THE PROVIDER HAS AGREED TO ACCEPT THE AMOUNT MEDICARE APPROVED AS THE CHARGE FOR THIS SERVICE.
 BY LAW YOU DO NOT HAVE TO PAY THE AMOUNT THAT IS MORE THAN MEDICARE'S APPROVED AMOUNT.

Benefit Payment Summary

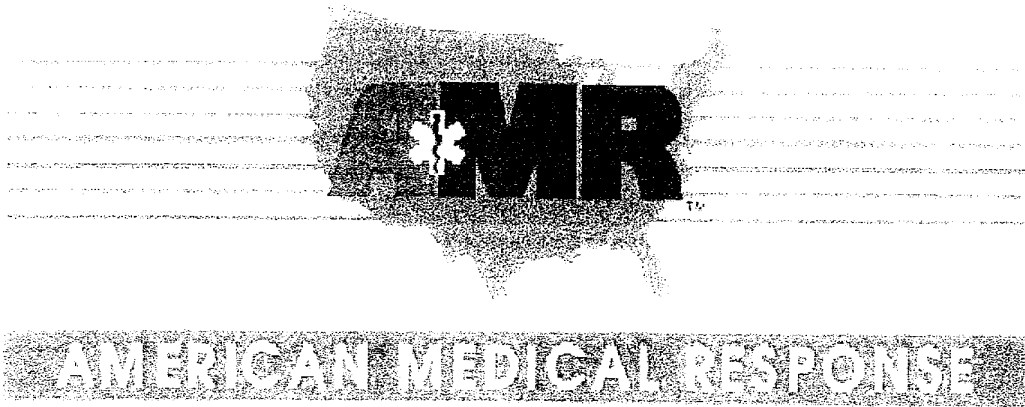
Payments sent to:	Date	Amount
AMERICAN MEDICAL RESPONSE	9/22/97	\$133.35

00000000553183563 096972620004935

PAGE 2

PLEASE RETAIN FOR TAX PURPOSES - COPIES ARE NOT AVAILABLE

page 6 of 6



Corporate Information

Choosing an ambulance service provider is one of the most important decisions any community will ever make. That's why AMR is proud to be the nation's number one choice for an emergency medical partner. We have earned this position of trust through our adherence to several fundamental guiding principals:

HIGH QUALITY AND EFFICIENT PATIENT CARE is always our number-one priority. Our many American Medical Response (AMR) companies have long established local track records of dedicated caring and are recognized for providing high quality service to their communities as a trusted partner.

LOCAL MANAGEMENT, SUPPORTED BY SUBSTANTIAL NATIONAL RESOURCES. AMR can meet your community needs. Our managers are civic leaders who plan locally to meet your specific needs and concerns. Local management is the key structure of American Medical Response, while having substantial national resources and solid corporate leadership.

THE FUTURE NEEDS CAN NOT BE MET WITH THE SYSTEMS OF THE PAST. Through innovation, we are setting the standard for the delivery of emergency medical services into the 21st Century. We continue bringing sophisticated medical techniques and equipment to the front line of care. We utilize the latest developments in technology in areas such as dispatch, system planning, accounts receivable management, and emergency medical technology.



AMR Aurora Colorado → EmCare Dallas Texas
 AMR U.S. monopoly per above LOGO?

11/27/98 10:45 AM

Page 1 of 4

WHY IS AMERICAN MEDICAL RESPONSE A SUCCESS? We replace fragmented and costly emergency medical service networks restricted by artificial service boundaries, with efficient operating systems that cover larger contiguous areas. We ensure that our accountability, performance and efficiency -- set to the highest standards -- are measured in every community we serve. Employing the most qualified and highly trained medical personnel available. We as **Team Members** provide the highest standards of care at all times. Our employees are second to none in the medical transportation industry.

6 11 August 1997 @ 17:30 Hour

WHO IS AMERICAN MEDICAL RESPONSE?



AMR in it's current form was re-created in 1997. Canadian based parent company, Laidlaw, Inc., purchased AMR and merged it's ambulance division, MedTrans with AMR in February 1997. This landmark merger was completed, which created the "New" American Medical Response. With both companies purchasing some of the oldest, most respected, and largest ambulance service providers in the country, AMR has become the leader in quality, service, and trust, in the medical transportation industry.

Monopoly Paul T. Shirley CEO & Pres.
Dem. vic 5- Public 2Kec 1P

As the largest private medical transportation entity, we have been able to pool insurance, develop bonding programs, increase purchasing power, and create new standards. As we become the dominant force in the industry nationwide, we have developed unprecedented financial stability. This solid infrastructure supports our front-line **Team Members** in their split-second, life-saving decisions.



AMR has grown through a deep, mutual understanding of the need to improve the delivery of emergency medical care in a changing and cost-conscious world. Together, our companies share their individual expertise, and migrate the best aspects of each system throughout the

Organization

Our pre-eminent position provides many specific economies of scale which we can bring to bear for a collective community benefit. We enjoy significant purchasing power when we buy ambulances, defibrillators, and other pre-hospital medical equipment. In fact **AMR** purchases more ambulances than any other company in the United States. We can design, test, and stay on top of the changing technologies now available to improve emergency medical care.

We understand, and are able to afford sophisticated technology-based communications equipment, accounts receivable management programs, and documentation systems. This results in improved quality, reduced costs, and minimized community risk or liability. We obtain the insurance and bonding, and employ the appropriate risk management systems. Today, these various needs are necessary to properly protect our communities by reducing their risk and exposure.

Our financial stability allows us to access the capital to expand our business and invest in the future while extending those efficiencies to the communities we serve. It is not size alone that has made **AMR** the industry leader. Our companies all have deep community roots. Our companies have long records of excellent service and reputations for putting public safety and the well-being of the patient first. When we add a company to the **AMR** organization, we look to partner with the best run, most highly respected, local ambulance companies, and not necessarily the biggest.

Our local managers are partners in **AMR's** development. Many of our managers are key industry leaders who are nationally recognized authorities. Many provide development of national and local standards in emergency pre-hospital care. **AMR** provides more industry leadership as Directors, Officers, and Committee Chairs, of the *American Ambulance Association* than any other ambulance service provider in the nation.

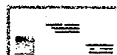
For information regarding any of the various services we provide, please call our corporate offices (303) 614-8500. As we look to the future of EMS, there's one name you can trust, **American Medical Response**. The quality, service, dedication, and tradition, you can always count on.

Page 4 of 4

11/27/98 10:45 AM

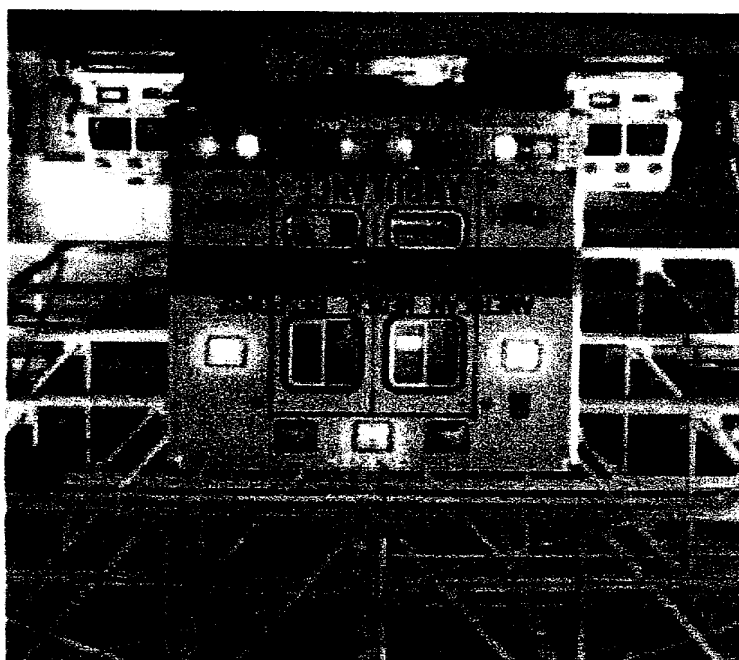
American Medical Response Northeast
Four Tech Circle
Natick, Massachusetts 01760
Voice: (508) 650-5600 Fax: (508) 650-5620

Send Mail



American Medical Response

"When every second counts."



American Marine Inc.

401 Shearer Blvd.
Cocoa, FL 32922
Sales: \$4.0 million
Employees: 26
Founded: 1967
SIC(s): 3533 Oil & Gas Field Machinery.
Description: Manufacturing: Oil containment booms.
Officer(s): James L. Pearce, CEO; Marilynne J. Pearce, President; R. Kent Geis, Vice President.

American Marine Ltd.

811 E. Maple
Mora, MN 55051
Sales: \$10.0 million
Employees: 65
Founded: 1954
SIC(s): 3732 Boat Building & Repairing.
Description: Manufacturing: Yachts.
Officer(s): James E. Klapmeier, President; Connie Nordlander, Dir. of Mktg.; Al Hagen, Senior VP.

American Marketing and Events Inc.

P.O. Box 50318
Santa Barbara, CA 93150
Operating Revenues: \$3.0 million
Employees: 12
Founded: 1985
SIC(s): 8742 Management Consulting Services.
Description: Services: Marketing consulting firm.
Officer(s): Richard R. Allen, President; Michael McAllister, Exec. VP; Steve Hensen, VP of Mktg.; Tom Coxwell, Vice President.

American Marketing Industries Inc.

10450 Holmes Rd.
Kansas City, MO 64131
Sales: \$200.0 million
Employees: 2,800
Founded: 1985
SIC(s): 2329 Men's/Boys' Clothing Nec; 2339 Women's/ Misses' Outerwear Nec; 2369 Girls'/Children's Outerwear Nec.
Description: Manufacturing: Men's, women's and girls' outerwear.
Officer(s): James Wilcox, President; J.E. Jones, CFO; Steve Eisner, Dir. of Info Systems; Bob Oschick, Dir. of Human Resources.

American Mathematical Society

P.O. Box 6248
Providence, RI 02940
Sales: \$37.0 million
Employees: 225
Founded: 1880
SIC(s): 2721 Periodicals
Description: Manufacturing: Publishing of periodicals and books.
Officer(s): John Ewing, Director; Gary Brownell, Finance Officer; Paul Chambers, Dir. of Mktg.; James Maxwell, Dir. of Personnel.

American Meat Packing

3946 S. Normal Ave.
Chicago, IL 60609
Sales: \$112.0 million
Employees: 400
Founded: 1959
SIC(s): 2011 Meat Packing Plants.
Description: Manufacturing: Hog slaughtering and pork processing.
Officer(s): Carl Heermann, President; Walter Solinas, VP of Fin.; J.F. Forbes, VP of Mktg. & Sales.

American Media Inc. (Lantana, Florida)

600 S. East Coast Ave.
Lantana, FL 33462
Sales: \$295.1 million
Employees: 1,720
Founded: 1990
SIC(s): 2721 Periodicals; 6719 Holding Companies Nec.
Description: Manufacturing: Publisher of weekly periodicals.
Officer(s): Peter J. Callahan, CEO; Pres. & Chm. Bd.; Richard W. Tickert, Senior VP & CFO; Susan Napolitano, VP of Human Resources.

American Media Inc. (West Des Moines, Iowa)

4900 University Ave.
West Des Moines, IA 50266
Operating Revenues: \$29.0 million
Employees: 95
Founded: 1977
SIC(s): 2812 Motion Picture & Video Production; 2731 Book Publishing.
Description: Services: Producer of corporate training videos.
Officer(s): Arthur R. Bauer, President; Dave Opie, CFO; Gillan Huebner-Yarnen, Mktg. Mgr.; Annette Hansen, Info. Systems Mgr.; Melissa Chavas, Dir. of Human Resources.

American Media Operations Inc.

600 S. East Coast Ave.
Lantana, FL 33462
Sales: \$295.1 million
Employees: 1,720
Founded: 1990
SIC(s): 2721 Periodicals.
Description: Manufacturing: Publisher of weekly periodicals.
Officer(s): Peter J. Callahan, CEO; Pres. & Chm. Bd.; Richard W. Tickert, Senior VP & CFO.

American Medical Alert Corp.

3265 Lawson Blvd.
Oceanside, NY 11572
Sales: \$5.4 million
Employees: 80
Founded: 1981
SIC(s): 3669 Communications Equipment Nec.
Description: Manufacturing: Personal emergency response communication systems linked to an emergency response monitoring center by telephone.
Officer(s): Howard M. Siegel, CEO; Pres. & Chm. Bd.; John Rogers, VP of Operations.

American Medical Claims Inc.

8675 Olive Blvd.
St. Louis, MO 63132
Sales: \$5 million
Employees: 11
Founded: 1984
SIC(s): 6411 Insurance Agents, Brokers & Service.
Description: Insurance: Medical insurance expeditors.
Officer(s): Peter Wetzel, President.

American Medical Clinics Inc.

1055 Washington Blvd.
Stamford, CT 06901
SIC(s): 8011 Offices & Clinics of Medical Doctors.
Description: Services: Operator of medical clinics.

American Medical Electronics Inc.

250 E. Arapaho Rd.
Richardson, TX 75081
Sales: \$38.3 million
Employees: 255
Founded: 1982
SIC(s): 3842 Surgical Appliances & Supplies.
Description: Manufacturing: Orthopedic and neurosurgical medical devices.
Officer(s): John F. Clifford, CEO & Pres.; Wesley E. Johnson Jr., VP & CFO; Thomas W. Ross, VP of Mktg. & Sales; Richard Phillips, VP of Operations; LaVonne M. Chimbrel, VP of Human Resources.

American Medical Image Inc.

20001 Chagrin Blvd.
Cleveland, OH 44122
Operating Revenues: \$4 million
Employees: 7
Founded: 1985
SIC(s): 8742 Management Consulting Services.
Description: Services: Medical marketing and interactive media development for physicians, managed care networks, hospitals, professional societies and medical products.
Officer(s): Nancy Frank, President; Tara Minile, CFO.

American Medical International Inc.

P.O. Box 80808
Dallas, TX 75380
Operating Revenues: \$2,382.0 million
Employees: 30,200
Founded: 1957
SIC(s): 8062 General Medical & Surgical Hospitals; 8069 Specialty Hospitals Except Psychiatric.
Description: Services: General and acute care hospital management.
Officer(s): Robert W. O'Leary, CEO & Chm. Bd.; Alan J. Chamison, Exec. VP & CFO; John T. Casey, Pres. & COO; Steven Brown, Dir. of Info Systems; O. Edwin French, Senior VP of Admin.

American Medical Laboratories Inc.

14225 Newbrook Dr.
Chantilly, VA 22021
Operating Revenues: \$68.0 million
Employees: 900
Founded: 1959
SIC(s): 8071 Medical Laboratories.
Description: Services: Medical and water testing laboratories.
Officer(s): Ira D. Godwin, President; Jerry Petraglin, VP of Mktg. & Sales; Leslie Weatherly, VP of Human Resources.

American Medical Response Inc.

2821 S. Parker Rd.
Aurora, CO 80014
Operating Revenues: \$48.3 million
Employees: 10,952
Founded: 1981
SIC(s): 4119 Local Passenger Transportation Nec.
Description: Transportation: Provider of ambulance services.
Officer(s): Paul T. Shirley, CEO & Pres.; Dominic J. Puopolo, Exec. VP & CFO; George B. DeHoff III, Executive Vice President; Chief Operating Officer.

American Medical Response Northwest

1240 S.E. 12th Ave.
Portland, OR 97215
Immediate Parent: American Medical Response Inc.
SIC(s): 4119 Local Passenger Transportation Nec.
Description: Transportation: Emergency, non-emergency and wheelchair service.

American Medical Security Inc.

P.O. Box 19032
Green Bay, WI 54307
Sales: \$585.2 million
Employees: 3,000
Founded: 1988
SIC(s): 6411 Insurance Agents, Brokers & Service.
Description: Insurance: Third party administrator.
Officer(s): Wally Hilliard, President; Tim Day, CFO; Mike Van de Kamp, VP of Sales; Penny Paque, VP of Operations; John Wich, VP of Human Resources.

American Medical Services

825 W. Huron
Pontiac, MI 48341
Sales: \$3.0 million
Employees: 22
Founded: 1959
SIC(s): 3842 Surgical Appliances & Supplies; 5047 Medical Hospital Equipment.
Description: Manufacturing: Orthopedic devices. Wholesale Medical equipment and supplies.
Officer(s): Larry L. Gaskins, Gen. Mgr.; Barbara Etapa, Finance Officer; Onalee Wolfe, Dir. of Mktg.

American Medical Specialties Inc.

6090 McDonough Dr.
Norcross, GA 30093
Sales: \$6 million
Employees: 5
Founded: 1993
SIC(s): 3841 Surgical & Medical Instruments.
Description: Manufacturing: Disposable burs, blades and pins used in powered surgical equipment.
Officer(s): Joe Ashury, President.

American Medical Systems Inc.

10709 Bren Rd. W.
Minnetonka, MN 55343
Sales: \$110.0 million
Employees: 600
Founded: 1972
SIC(s): 3842 Surgical Appliances & Supplies.
Description: Manufacturing: Impotence and incontinence implants.
Officer(s): David Broth, CEO & Pres.; S.M. Lukas, VP of Fin. & Admin.

American Medical Technologies Inc.

5847 San Felipe
Houston, TX 77057
Sales: \$10.9 million
Employees: 65
Founded: 1987
SIC(s): 3578 Calculating & Accounting Equipment; 3693 Radio & T.V. Communications Equipment.
Description: Manufacturing: Automatic teller machines, management security systems and environmental monitoring systems.
Officer(s): James T. Rash, CEO & CFO; Michael E. Hubbs, VP of Mktg.

American Megatrends Inc.

6145-F Northbelt Pkwy.
Norcross, GA 30071
Sales: \$72.0 million
Employees: 150
Founded: 1985
SIC(s): 3674 Semiconductors & Related Devices; 3577 Computer Peripheral Equipment Nec.; 7372 Programming Software.
Description: Manufacturing: Motherboards and computer peripherals. Services: Developer of diagnostic software.
Officer(s): S. Shankar, President; Victor Kannan, Gen. Mgr.; Joe Leader, Mktg. Mgr.; Jeff White, Info Systems Mgr.; Timbo, Human Resources Mgr.

American Memorial Life Insurance Co.

P.O. Box 2730
Rapid City, SD 57709
Total Assets: \$263.7 million
Employees: 104
Founded: 1954
SIC(s): 6311 Life Insurance.
Description: Insurance: Underwriter of life insurance.
Officer(s): John A. Steinhilber, CEO & Pres.; John E. A. Lane, VP & CFO; Larry C. Talley, VP of Data Processing; Mary Steinhilber, Dir. of Human Resources.

American Messenger Services

P.O. Box 560
Parsippany, NJ 07055
SIC(s): 4215 General Services Except by Air.
Description: Transportation: Package delivery service.

1/11/02

As a citizen of Lodi,
I would like to see
Lodi fire dept. put
paramedics at each
Station and provide
Ambulance transport
for the better^{ment} of Emergency
& Medical Services in
Lodi.

Sharon Gudner
1006 Winston Dr

My family and I thank
you.

January 14, 2002
Mike Pretz, Chief
Lodi Fire Department
217 W. Elm St.

Bernell Wichman, President
United Fire Fighters of Lodi
I.A.F.F. Local 1225
P.O. Box 1841
Lodi CA 95241

Chief Pretz,

This letter is a show of support for the Lodi Fire Department's endeavor to provide paramedic and ambulance transport service to the Citizens of Lodi. We of the U.F.L. feel the Citizens of Lodi deserve to have the best service possible and the Fire Department will surely enhance that service greatly.

Through the Fire Department improved service will be provided in many facets. First and foremost will be reduced run times to the call for an emergency for advanced life support. The level of training for the Fire Fighters at this time provides for only basic life support. We have to wait for the paramedics to arrive on the ambulance before any life saving drugs or procedures can be administered.

It is very frustrating for the Fire Fighters and the Citizens to stand by and not be able to help their loved ones. The Fire Fighters have to wait for the patient's situation to deteriorate to a point of no pulse and cessation of breathing before any further action can be taken. Then that action is defibrillation and or C.P.R.

Ambulance transport will allow the city to recoup the cost of providing this service and keep any profit in the city itself instead of going to a company out of the country. This profit will enable the City to enhance the general fund and aid in providing other services for the Citizens of Lodi.

The labor force for this enhancement will be extremely reliable for the fact they will be unable to strike or hold back services by law. The threat of bankruptcy will be eliminated and the possibility of paramedic transport service pulling out of the City at short or no notice is also eliminated.

The infrastructure for this program is already in place. There are four Fire Stations in the City of Lodi, which will provide quicker run times because the Fire Department is already set to respond to the major portion of their calls within four minutes.

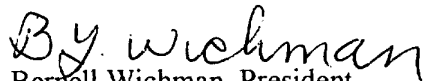
Without transport and with paramedics on the engine only, the run times will be increased. The company providing transport service at this time will request that run times be extended and the amount of ambulances in the City are decreased because of

paramedics on the engines. They will cut their staffing and ambulance fleet because of this factor thus decreasing the service to the citizens of Lodi. This plan is government subsidizing private business.

We of the United Fire Fighters of Lodi are in agreement with the Lodi Fire Department's plan to provide paramedic and transport service to the Citizens of Lodi for all the reasons stated above and more. We feel that this will save lives and provide an enhanced quality of life for our Citizens. Anytime government can do that it is performing exactly what government is expected and required to do. To do otherwise would be dereliction of duty on the City's part.

If I can be of any service or you have any questions please feel free to contact me or my staff at anytime.

Respectfully,


Bernell Wichman, President
United Fire Fighters of Lodi
I.A.F.F. Local 1225